





## HOME NEWS

## Public sector unions press ahead for closed shop conditions

By Paul Routledge

Growing pressure from the unions for closed shop agreements is becoming apparent, particularly in the public sector, as the Government pushes ahead with its controversial Trade Union and Labour Relations (Amendment) Bill.

Union leaders have initiated a post-closed shop deal which is likely to form the basis for renewed negotiations in the Civil Service, the National and Local Government Officers' Association (NALGO) has told its branches to seek full union membership among town hall staffs, although it recognizes "the closed shop is still dangerous in law".

Under the terms of the agreement reached between the Union of Post Office Workers and the Post Office Corporation, all new comers to the UPW-organized grades in the industry will have to join the union, and those already in membership will be obliged to remain so as part of their contract of employment.

The deal covers about 200,000 workers and should have come into operation on October 1, but the two sides are waiting to see the outcome of the parliamentary battle over Mr Foot's Bill before setting a new date for introducing the closed shop.

The Civil and Public Services Association, the largest Civil Service Union, which also has a substantial membership in the Post Office, is watching progress and is expected to demand a similar deal from the Civil Service Department.

The UPW expects eventually to gain an extra 10,000 members under the agreement, chiefly among women telephoneists, where the rate of turnover in employment exceeds a third a year.

More than 95 per cent of post men are already members, and membership among male telephoneists is not far behind. Significantly, it was among women telephoneists that opposition to the 1971 official strike was strongest.

## Pact with ministers studied by doctors

By John Roper

As junior hospital doctors meet tomorrow to decide their attitude to the agreement reached with Mrs. Castle, Secretary of State for Social Services, and Mr Foot, Secretary of State for Employment, an announcement about the separate consultants' dispute over pay beds and private practice appears imminent.

Secret talks, not directly involving ministers, have been going on since the Prime Minister saw leaders of the profession 12 days ago. They want the private practice controversy to be referred to the Royal Commission on the National Health Service.

Over the weekend the 19,000 junior doctors studied the terms of the agreement made last Thursday and a covering letter from their chairman, Dr David Wardle.

Mistrust which has bedevilled the dispute continued after the meeting was reached. Department of Health officials were not happy with Dr Wardle's reference to the basic 40-hour week.

But after another three hours' discussion between the juniors' leaders, Dr Derek Stevenson, secretary of the British Medical Association, and the department, that was cleared up.

Some juniors said yesterday that they will need more time to study the agreement and that tomorrow's meeting of the Hospital Junior Staffs Committee, brought forward at the request of Mrs. Castle, should be put back to Thursday.

## MP criticizes job 'patronage'

Mr Gwyn Roberts, Labour MP for Cannock, yesterday accused the Government of using a patronage system by which "ministers seem able to dole out public appointments at will to certain people of their choice". He is asking Mr Wilson to reduce the number of public appointments "within the gift of ministers".

## Public's vital pain bringing about arrests

Most assistance given to police in cases of damage to property

By Peter Evans

Analysts of arrests for crime in one representative northern police division showed that in almost half the 1,538 cases the public helped police to make an arrest. Mr Michael Chatterton, a Manchester University lecturer in sociology, said yesterday. Help varied from detention of a suspect to information leading to identification and calls for assistance.

The results were presented at Cambridge University at an Institute of Criminology conference. The institute is to publish a report of the conference. It was attended by leading academics, senior civil servants and others in the penal and social work fields.

Mr Chatterton's data showed that the public mobilized the police in 59 per cent of cases for drunkenness and disorder, 70 per cent for using insulting words and behaviour, and 85 per cent of arrests for damage to property.

Mr Chatterton told me later that police officers elsewhere regarded the proportions as fairly typical.

Police statistics

Police statistics are a recognized guide to the level of crime and success in its control. It is not possible to compare the success of police forces, or even to say accurately the incidence of crime.

Dr Colin Brewer, lecturer in psychiatry at Birmingham University, said in his paper that anyone charged with a violent offence should be given a psychiatric investigation of the chance of medical and psychological investigation if there was the slightest possibility of brain disease.

He predicted that a new X-ray technique linked with a computer would vastly increase knowledge of brain diseases and would thus affect attitudes and would thus affect attitudes in many cases (guilty intent) in many cases in which the concept was ignored for lack of firm evidence.

The new technique, Dr Brewer said, could provide information quickly and painlessly about the shape, size and structure of the brain. He cited cases of violent crimes in which the perpetrators were suffering from brain disease.

As long ago as 1938 a post-mortem examination in an executed man showed a brain disease which had almost certainly been detected in life by techniques that then existed.

## Analysis shows help led to detention in almost half of criminal cases

The decisions were concerned with the protection of vulnerable people who might harm themselves or others. Social pressures against crime but the social worker might find the choices he had to make on occasions morally objectionable, believing them to be "phony".

He needed to be aware that the client's choice might be in fact limited or extinguished by the knowledge that if he did not accept a voluntary arrangement, a compulsory order would be made. That was frequently the case in the case of the mentally ill and, occasionally, in child welfare cases.

## Top-floor flat had equipment for bombs

By Stewart Tindler

A shabby north London house converted into flats was the base for two of the IRA gunmen held after the Balcombe Street siege, police disclosed yesterday.

When a bomb squad officers raided the top floor flat last Friday they found bomb-making equipment, detonators, an Armalite rifle and ammunition.

Among the material in one of the two bedrooms were nuts and bolts similar to those used in anti-personnel bombs in London recently.

The two men moved into 61 Crouch Hill last April, paid their rent of £12 a week and kept out of the way of the rest of the house of 15 tenants. The men shared two bedrooms and a kitchen in the flat.

Yesterday the flat had been stripped of almost all the men's possessions and smeared with fingerprint powder. In the months they stayed there it would seem they painted walls with dark blue and orange paint.

The pop artist had fresh food on the table, including sausages, bread, and a few people would question their existence. There were empty cigarette packets in otherwise empty drawers, which had been cleared of clothes for tests.

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## Farmers fight EEC rule on turkeys

British farmers are

ing a trade directive for European Economic Community to ban from 19 sale of fresh plucked turkeys known as New York turkeys.

Between 3,000 and 4,000 British farmers raise 2,500,000 fresh turkeys for the Christmas trade, for the usually reared in from day-old chicks.

The EEC rules on the turkeys in which turkeys killed, plucked and come into effect in the trade in New York turkeys.

Mr. Maguire, executive of the British Turkey Producers' Association, said yesterday.

"But that will be only three or four in December, and after that we will have to give up New Year's turkeys."

The EEC directive came before the British in the spring. It aims to save the trade several hundred get a Christmas gift of a turkey, together with explanation of how it would put an end to the trade.

The campaign is led by the Butchers' Association.

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## Union demand for 'siege economy'

By Mr Labour Editor

Mr Clive Jenkins, the union leader, yesterday launched a campaign inside and outside Parliament to persuade the Government to introduce a "siege economy" to reduce the flow of private capital out of Britain.

The union is pressing the Chancellor to reduce the flow of private capital out of Britain. Mr Jenkins is sending Mr Healey this morning the draft of an economic report to be published next month, which gives warning of "other" measures needed to finance the government's borrowing.

Tomorrow the 36 MPs belonging to the union's parliamentary committee will be taking up the call for "drastic action" on the industrial front in a crucial parliamentary debate this week, on the motor industry's troubles and measures to halt rising unemployment.

Mr Jenkins, a member of the TUC General Council, said last night: "We need a drastic action to stop the country bleeding to death." The union is demanding general controls on imports of manufactured and semi-manufactured goods, either

through a levy or a surcharge; exchange controls to halt the flow of private capital out of Britain; and a government acquisition of private funds in order to increase the flow of capital into the country.

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His union estimates that unless its call for "radical and drastic action" is heeded, unemployment will soar to 1,800,000 next winter. Three multinational companies other than Chrysler had said they could cut 15,000 jobs by Christmas. "The underlying trend dwarfs that," he added.

His union's bleak analysis comes after a week of growing concern among the union about the Government's employment strategy. The leaders of the two largest unions, the Transport and General Workers' and the General and Municipal Workers', mustering 2,500,000 members, have been issued statements calling for intensified government action to combat the growing number of unemployed.

In that situation, Mr Jenkins's direct political attack on the Government's handling of the economy may be more support than usual when the TUC General Council meets on Wednesday.

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## Police to check files on missing IRA members in double identity search

From Christopher Walker

Files on dead former members of the Provisional IRA in Northern Ireland and the Irish Republic will be scrutinized this week after disturbing disclosures about the double identity of "Michael Wilson", one of the four men arrested after the Balcombe Street siege in London.

Although some details about his past remain unexplained, police north and south of the border believe that Wilson was Harry Duggan, a young carpenter from the west coast of Ireland, who went to Ulster

to join the Provisional IRA. At about that time relatives and neighbours in his home town of Feale, Co. Clare, learned that Mr Duggan, then aged 22, had been killed in mysterious circumstances in Northern Ireland.

According to his father, Mr Harry Duggan, the Irish police told him of his son's death and the location of the grave. Mr Duggan says he searched the graveyard in the village of Scariff near by, but could find no sign of his son's burial place.

Mr Duggan was born in north London and moved back with his family to Feale at the age of three. After leaving school he became an apprentice carpenter in a local factory.

When his death was reported his file was removed from the list of subversives at the Dublin headquarters of G. C. the Irish Republic's counter-terrorist agency. It is now believed that the false news of his death was planted by a police informer acting on behalf of the Provisional IRA.

In Feale the first indication that Mr Duggan was still alive came last week when Irish police visited his father's home and removed photographs.

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## Silver theft at home of bomb victims

A couple who were the

victims of a London bomber have had their home burgled. Mr Johan Voght, a Norwegian consular official, who has been in hospital since the bomb attack on Walton's restaurant, was unaware yesterday that his home in Wirral, Cheshire, had been broken into and silver, including some items of sentimental value, stolen.

A Cheshire police officer said yesterday: "The thief or thieves may have known that Mr and Mrs Voght were in hospital in London."

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## OVERSEAS

## Nkomo deal with whites suspected

mass trial for the massacre, Demetrius the former dictator sentenced to life in prison or even to death, predecessor, Generalopoulos, could find term of between years.

Mr Nikolaos C. chief prosecutor, after a hour summing up, told the tribunal that the technic uprising was a revolt of the people against a hated dictatorship. "It was a communist attempt to overthrow the regime," he said.



OVERSEAS

Mr Fraser begins forming his Cabinet while Australia waits for details of new policies



Mr Fraser (right) receives congratulations from Mr Phillip Lynch, deputy Liberal leader.

From Michael Leapman  
Melbourne, Dec 14  
Mr Malcolm Fraser, the leader of the Liberal Party, is up in Melbourne today as a Prime Minister with the most popular mandate in Australian history. Yet the most remarkable feature of his victory over Mr Gough Whitlam's Labor Party is that nobody is sure what Mr Fraser has a mandate for.  
In victory speeches since last night he has been no more specific about his programme than he was during the campaign. He will arrive in Canberra tomorrow and move into Prime Minister's suite at Parliament House, to begin his Cabinet. Mr Whitlam's files and effects were moved today from the house which he had been occupying even after the electoral last month by Sir J. Kerr, the Governor-General.  
The counting continuing in the closely contested seats, Liberal Country Party coalition majority will be between 53 and 55 higher than most predictions of the public opinion polls. At least four Labor ministers have lost their seats.  
The 12 results to come, the day in the House of Representatives, which the seat held the dissolution in the column, was:  
Berah 61 41  
Henty 20 21  
Hour 34 65  
The Liberals seem certain to win an overall majority over the other parties which they could govern with the support of the Country Party if they wished. Mr Fraser has said that he will do this—he will certainly support when the election comes—but he cannot help reducing the size of the Country Party, he generally pulls the reins to the right.  
The coalition will also control Senate comfortably. The computer predictions say they should win 35 of the seats, thus preventing a from retreating in kind the manoeuvre by which ultimately forced the election.  
It is not, however, mean the constitutional disputes the Senate's power and Governor-General's dismissal Mr Whitlam are dead, electorate have shown that regard these issues as day to that of securing they hope will be better than the Labour in a clash with organized labour. He quoted Mr Hawke, who is also president of the Council of Trade Unions, as his authority for this. However, Mr Hawke did not quite say that. He said a coalition victory in itself would not be a reason for such a clash but there would be trouble if Mr Fraser went ahead with his declared policies of abolishing the price restraint mechanism set up by Labor and of increasing the strength of employers in bargaining with the unions.  
These are among the few specific commitments Mr Fraser has made for future action. Others include boosting industry by introducing an investment allowance, and restoring the subsidy on superphosphate fertilizers to help farmers.  
Questions about Mr Whitlam's continued leadership of Labor are sure to be raised after the débâcle. The most likely successor would be Mr William Hayden, former Treasurer and author of the 1974 budget, who is still not clear tonight whether he would like to take the job. Another contender is Mr Hayden, but he would first have to find himself a seat in Parliament. He and Mr Whitlam, who have had differences of late, met in Canberra today and said afterwards that they were willing to serve the party in any capacity.  
Washington, Dec 14.—President Ford has sent a message to Mr Fraser congratulating him on the coalition's electoral victory.  
"Americans continue to attach great importance to the warm friendship and close cooperation between the United States and Australia and to the Anzous alliance which symbolizes the basic identity of our values and objectives," Mr Ford said in a message released by the White House.  
"I look forward to working with you and your Government as we face the challenges of strengthening the structures of peace and economic cooperation."

Kissinger deputy 'quit over Angola'

Washington, Dec 14.—Mr Nathaniel Davis, head of the United States State Department's African Affairs Bureau, resigned in August because of a dispute with Dr Kissinger, the Secretary of State, about America's role in Angola, The New York Times said today.  
Quitting government sources the paper said Mr Davis's resignation came after the delivery of arms worth \$10m (nearly £5m) to the Angolan National Liberation Front (FNL) and its ally the Union for Total Independence of Angola—Unita was authorized at high government level in July.  
The delivery is reported to have been recommended by Dr Kissinger and Mr William Colby, director of the Central Intelligence Agency.  
Up till now the state department had refused comment on the reasons for Mr Davis's departure, the paper said.  
The first "significant" United States decision on Angola according to the paper was taken last spring when the administration authorized military aid worth about \$300,000 to Unita.  
Soviet military supplies to the rival Angolan People's Liberation Movement (MPLA) began after that decision and after the National Security Council had authorized millions of dollars of aid to the MPLA's rivals in July.  
The House intelligence committee today gave the administration 48 hours to explain the United States role in Angola, Mr Thompson said. Democratic majority leader said in a television interview tonight.  
Recent aid to the FNL and Unita had caught the House by surprise, Mr O'Neill said.  
Visibly angry, Mr O'Neill asked: "Who made the decision to send \$25m more in funds and \$25m more in arms to be used?"  
Mr O'Neill added: "I know the feeling of congress is no troops, no advisers, no American whatsoever. I can assure you that we are not going to be sent to Angola."

Australia repeat all of England's mistakes as they wilt in Test

From John Woodcock  
Cricket Correspondent  
Perth, Dec 14  
This, to Australians, has been the worst of the worst, first of the worst party and then of the worst cricket team. After West Indies had scored 255 in the second Test match here today, Australia were 104 for four and there still 145 to go.  
The last two days we have seen the West Indians at their best, then the English, in fact, they were not so good, and nothing remotely as spectacular. The batting of Frederickicks and Lloyd, in fact, was not so good, and nothing remotely as spectacular. The batting of Frederickicks and Lloyd, in fact, was not so good, and nothing remotely as spectacular.  
A look at the figures of the Australia bowlers will give an idea of the punishment they sustained. For a long time, the West Indians were not so good, and nothing remotely as spectacular. The batting of Frederickicks and Lloyd, in fact, was not so good, and nothing remotely as spectacular.  
Lloyd drives Mallett through the covers during his remarkable innings. Marsh is the wicketkeeper.

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hangs over two Bills

From Frank Vogt  
Washington, Dec 14  
This week Congress will pass important tax and energy Bills. President Ford has vowed a veto them, even though his actions will force Americans to pay higher taxes from January and produce higher United States oil prices.  
The Tax Bill extends for six months the one-year 1975 income tax reductions totalling \$14,500m (about £7,250m), enacted last March. The Energy Bill will continue for another 40 months the existing domestic oil price controls. By opposing both pieces of legislation, the President is taking an enormous gamble both with the economy and with election chances next November.  
He risks humiliation on both issues if a sufficient number of Republicans in both chambers vote with the Democrats to form the necessary two-thirds majority to override his vetoes. Even if both vetoes are sustained, the President may at best win favour from conservatives, while endangering his support among all other groups of American voters.  
Both Bills are relatively straightforward and in both cases the issues have come to the boil this week because Congress, which plans to go on holiday next Friday, cannot postpone action into next year. The President has repeatedly vowed to reject tax cuts and promised to reject tax cuts with public spending cuts; but, as in the past, he may at the last minute change direction and sign both Bills.  
The President's opposition to both Bills is partly based on the conclusion by his economic advisers that his veto will not have a significant impact on the economy. Most economists outside the Administration disagree. They note that tax increases on January 1 will reduce disposable personal incomes and so lessen consumer spending, which may endanger economic recovery. Ending price controls, they argue, will have exactly the same effect by raising oil prices and increasing inflation.

Three die in Thai-Cambodian border clash

Bangkok, Dec 14.—There were at least three killed in the most serious clash on the Thai-Cambodian border since the Khmer Rouge seized power in Cambodia last April, Thai border police said today.  
The fighting occurred in the Ta Phraya district, 85 miles north-east of Bangkok. Last night Khmer Rouge troops mortared a Thai patrol post after losing three men through Thai mortar fire, the police said.  
Newspaper reports today said that Thai Army reinforcements and police paratroopers had arrived in Ta Phraya last night.—Reuters.

Rowing Come home Dick all is forgiven

By Jim Ralston  
The key figure to the 1975 Cambridge rowing team was missing on Saturday. The 1974 American world champion in eights, Richard Cashin, was on holiday in Greece. What an absence! It might have been regarded as an unfortunate coincidence. But Cashin and Oxford's Kenneth Brown will also be missing from the first world championships to row in a Boat Race. Possibly Cashin, who according to the Cambridge president, was the best rowing coach in the world, will send Clay a picture postcard with the Cambridge president's name on it. "Everything is forgiven."

SPORT

Cricket Australia repeat all of England's mistakes as they wilt in Test

From John Woodcock  
Cricket Correspondent  
Perth, Dec 14  
This, to Australians, has been the worst of the worst, first of the worst party and then of the worst cricket team. After West Indies had scored 255 in the second Test match here today, Australia were 104 for four and there still 145 to go.  
The last two days we have seen the West Indians at their best, then the English, in fact, they were not so good, and nothing remotely as spectacular. The batting of Frederickicks and Lloyd, in fact, was not so good, and nothing remotely as spectacular. The batting of Frederickicks and Lloyd, in fact, was not so good, and nothing remotely as spectacular.  
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Golf Casper playing like the champion of old

From Peter Ryde  
Golf Correspondent  
Rabat, Dec 14  
Billy Casper strolled his way to victory in the fifth Moroccan Golf Open here yesterday. He began the final round four strokes ahead of another American, Ron Cerrullo, and five ahead of the other class player in the field, Tommy Aaron.  
Only in the first round when Aaron had come back in 33 for the lowest round of the week, a two-under-par 70, was anyone ahead of Casper. After two rounds he was two ahead and with three rounds played four ahead. His final round of 68 was a triumph, not only a record for the tournament in its five years but played in dull weather with occasional heavy showers. Perhaps no one has played it as often as he, but 68 with difficult pin placements stands as one of the outstanding rounds of the year. Apart from having one of his best years in the United States, Casper has shown that, after all, he can win abroad by his victory in the Italian open.  
This is not really a new Casper. It is the Casper we knew of old, sleek and portly, moving with ease and assurance in a country he knows well from his three previous appearances here and his association with the King through the royal interest in the game. Was it a coincidence that Casper's lean years came when he was trying to lose weight. Certainly now, at 15 st 5 lb, he is playing like the champion of old. The purely golfing reason for his victory is that Dar-es-Salaam is a tigerish course reflecting Trent Jones in his most demanding mood, one that will inevitably bring class to the top. Class and dedication, it is easy enough in this soft, spring-like climate, where luxury abounds unashamedly for the visiting golfers, to let concentration slip. Casper is the last man to fall into such a trap.  
His own brand of sensible, on the whole cautious, play as well suited to a course, and the bold stroke seldom paid off. At the first hole for example, in spite of an indifferent drive and a long second, which found the bunker, he held firm for his par and he holed from 12 ft for the middle of the green. He thought his way round. He took three putts at the

Cricket competition

Following last week's report on the administration of cricket below first class level, it should be noted that the Haig National Valley Competition, for which in 1976 there are nearly 850 entries, will continue to be run by the Cricket Board of New Zealand since its inception. The National Club Knock Out, which will now also be sponsored by Haig, is to be administered from the new National Cricket Association office at Lord's.

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# ENTERTAINMENTS

When telephoning use prefix 01 only outside London Metropolitan Area

## OPERA AND BALLET

**COVENT GARDEN** 240 1066  
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Tomorrow 8.00: *The Royal Opera*  
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## THEATRES

**PALLADIUM** 01-457 7878  
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## CONCERTS

**AUTUMN AT SNAPE MALTINGS**  
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# THE ARTS

## Markova for Australia

Dame Alicia Markova has accepted an offer from the Australian Ballet to tour the country. She will leave for Australia towards the end of January to start working with the company at their headquarters in Melbourne. The production is due to open at the Sydney Opera House on March 5. This will be Dame Alicia's first visit to Australia.

## Offenbach evening

Nicolas Goda and Jane Rhodes appear in an Offenbach evening at the Albert Hall on Thursday. They will sing arias and duets from *La grande duchesse de Gerolstein*, *La belle Hélène*, *Le Pêcheur* and *La Vie Parisienne*. The New Philharmonia Orchestra will be conducted by Jean Perissin.

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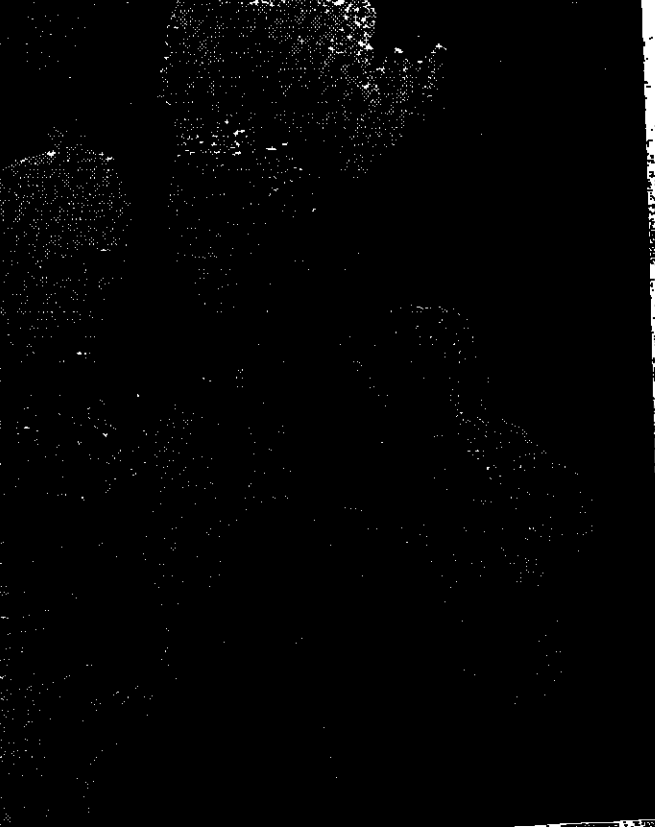
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Don Garrard and Catherine

## Cock of the roost

The Golden Cockerel Theatre Royal Glasgow

## William Mann

Time has softened the once most potent of the operatic Golden Cockerel Theatre Royal Glasgow. The company's performance of *The Golden Cockerel* is a testament to the enduring power of the operatic form. The production is a masterpiece of the operatic form, and it is a pleasure to see it performed by the company. The production is a masterpiece of the operatic form, and it is a pleasure to see it performed by the company.

## Conciliate Theatre

## Stanley Sadie

Stanley Sadie's *Conciliate Theatre* is a masterpiece of the operatic form. The production is a testament to the enduring power of the operatic form, and it is a pleasure to see it performed by the company. The production is a masterpiece of the operatic form, and it is a pleasure to see it performed by the company.

## Salome

## London Coliseum

## William Mann

The drama of *Salome* and John the Baptist, as interpreted by Oscar Wilde and set to music by Richard Strauss, is a masterpiece of the operatic form. The production is a testament to the enduring power of the operatic form, and it is a pleasure to see it performed by the company. The production is a masterpiece of the operatic form, and it is a pleasure to see it performed by the company.

# Humanist and rebel

An extreme contrast in the rendering of the nude found between the work of the two artists. The flow of the humanist in the work of the two artists is also a contrast. The humanist in the work of the two artists is also a contrast. The humanist in the work of the two artists is also a contrast.

William G.

## Retinal

## Covent Garden

## John Ralston

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## Conciliate Theatre

## Salome

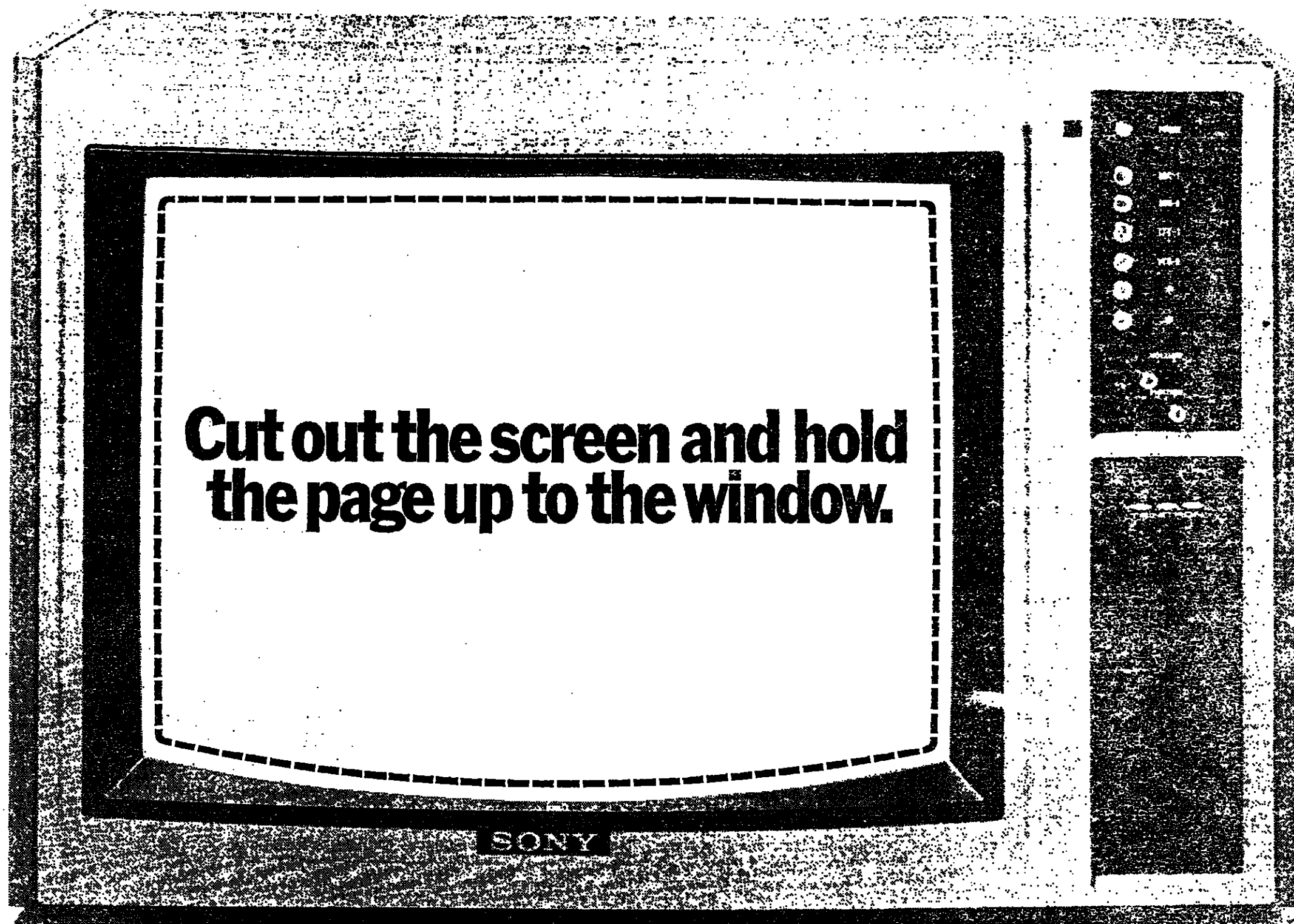
## London Coliseum

## William Mann

The drama of *Salome* and John the Baptist, as interpreted by Oscar Wilde and set to music by Richard Strauss, is a masterpiece of the operatic form. The production is a testament to the enduring power of the operatic form, and it is a pleasure to see it performed by the company. The production is a masterpiece of the operatic form, and it is a pleasure to see it performed by the company.

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## Lifelike. isn't it?

We really must hand it to our advertising boys.

They've achieved something we've always thought was impossible:

Demonstrate the lifelike qualities of Sony's unique Trinitron picture on the page of a newspaper.

(Excellent though colour printing is nowadays, it could never quite do justice to our colour picture.)

And if the demonstration is ingeniously simple, so is the Trinitron system.

Instead of the customary three small electron lenses, Trinitron uses just one large one.

By focusing the colour beams through the centre part of the lens, we

can produce a picture of exceptional sharpness and clarity.

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Which is where our Aperture Grille comes into its own.

It's made up of stripes, not holes, thereby allowing more of the colour beams to reach the screen.

But perhaps the real beauty of our television lies in its solid state circuitry and low running temperature.

For it is these things that make the Trinitron so reliable.

And there's only one thing better than a lifelike picture.

A lifelike picture that lasts.

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SEE THE 13", 18" AND NEW 20" TRINITRONS\* AT YOUR LOCAL SONY DEALER OR THE SONY SHOWROOM 134 REGENT ST., LONDON W1R 6DJ. \*TUBE SIZE MEASURED DIAGONALLY.



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## A Times Profile

## Lord Beeching

## Discipline is its own reward

It is 10 years since Lord Beeching gave up trying to drag Britain's rail system into the second half of the twentieth century. Give him a cue, and he still stalks through that stretch of undergrowth with a scythe:

"I reduced the £158m deficit rate to £120m. Now it is said to be about £480m because there is £300m-odd of subsidy still. This would be to some extent excusable if it was all money being spent on a heavily used railway system. There could be a question as to whether it was worth spending that subsidy because the provision of alternative capacity by road, or whatever it might be, would be more costly. One could debate the social audit type of argument. But a large part of it isn't being spent on anything of the kind. It's being spent on railway lines where there isn't anybody in the trains."

"It is just stark folly. For a rich country to do it would be inexcusable folly. For a country that's on its knees to do it is positively wicked. It's boiling up again. There will be another wave of closures, but the whole thing runs 10 years behind reality. We ought to be striving to close them as fast as we can, not to delay the closure of them as much as we can."

"In my time we looked at the traffic movements in the country as they then existed and we forecast the extent to which they might increase or diminish over the next 20 years. We came to the conclusion that we could carry virtually all the traffic suitable for carriage on railways with about 6,000 route miles, when we still had 14,000 or so. Now it's down to about 12,500, but it is still at least twice as much as we want."

"People are not saying our assessment of the extent to which the capacity of existing lines could

be increased was wrong. They are tending to say you could, by suitable technical advance, increase the capacity even more than we said, which means that the surplus of routes in relation to the traffic available is even greater, so the closure programme should be even more severe than we said."

"But has anyone spelt that out? Does Richard Marsh say so? No. He says, 'Well I think we've got just the right amount of mileage now.' I regard that as almost miraculously fortunate from his point of view. He comes into office and it just happens he hasn't got too much, he hasn't got too little, he doesn't have to build anything because he'd never be able to make a case for it and he doesn't have to close anything because it would be highly unpopular if he did. I think that's almost too miraculous to happen to anybody except an expolitician."

"Concentrate on the movement between the main cities in the country, don't get bogged down in talks about commuter services or a network of feeder lines. Just think in terms of trunk haulage of goods from London to Birmingham or London to Glasgow. I mention places in order to give two distances. If the present prices show a balance in favour of road, is it because the railways are being unfairly burdened with charges that they ought not to carry? Is it because the road-hauliers are free from all sorts of charges they ought to carry?"

"I think that the truth of the matter is that the road haulier doesn't pay enough for his track and I think he ought to be made to pay more. It would be hopeless to do it if the other way round and have the government take over the rail way track regardless of the use that was made of it when there is only one potential user."

"People often say to me, 'What would you do if you had your time over again, aren't you sorry you did that or the other?' It may sound very naive and arrogant, but my answer is my only regret is that I didn't get further along the road that I chose in the time available. I haven't any regrets at all other than that I didn't get more done."

These thunderous judgments are made in a mild, equable voice. He is a bulky, slow-moving, apparently placid man, with a razor-sharp brain. His plump, rather expressionless face will suddenly light up with a boyish laugh if he thinks he has made a good point. He tends to slump as he talks, fixing you with very blue, slightly hooded eyes. Then he will abruptly sit up very straight and put on his glasses to ram home an argument."

"There is a degree of frustration for anybody in business at the moment because there is so little reason in government behaviour. There are so many interferences

imposed upon you that don't bear thinking about really, they are so illogical, so stupid, so counter-productive in some cases. Management in industry finds itself nowadays working in a general atmosphere of disapprobation, subject to a constant campaign to prove that it has failed. I don't think management has failed at all. I think government has failed, but one way of excusing its own failure is for government to complain constantly about the quality and performance of industrial management."

"The first objective of management must be survival and that objective is achieved astonishingly well. When you consider the state of affairs that we've had for the past two or three years, there has been an increase in the bankruptcy rate, but it really is quite surprising that so many people will continue to survive and even prosper."

"The limitation on profits has been a serious handicap, but more serious than that has been the limitation on dividends payable, because it has made it so very difficult for anybody to raise new equity capital. It is quite silly for people to put money into equity capital in industry if they are fearful that their dividends will be poorer for all time than the interest they could get from putting it into a savings bank or a building society. Government has gone a very long way towards convincing reasonable people that that is the probable truth."

"The Government not only applies restrictions but it constantly behaves as though if only it had more control it could make the decisions made by industrial management better, and of course all the evidence is to the opposite effect. Every time government interferes in industry it makes a mess of it, whether it be technical decisions as to development that should be made or companies that should be supported."

"British management is like any other group—good, bad and indifferent, but on average it's not worse than management in other countries (I won't say it's better on average)."

"An individual management can't change the atmosphere of opinion and the patterns of behaviour within which it has to operate in a country. That's something only the country can do, and the country can only do it under the leadership of industry as a whole, and industry needs some guidance and compulsion from government. You have to have discipline, either self-imposed or externally imposed, not so much to enable you to behave sensibly as in order to justify your behaving sensibly."

"It's silly to give in if you are threatened with a strike, everybody tells you, because you know you will only make it worse for yourself next time. But if you don't give in, you're not there next time. You've gone bankrupt in the mean-



time. It isn't enough to tell people they ought to combine to behave successfully and sensibly. You've got to impose some discipline upon them in order to make the particular form of behaviour sensible in the short term. And the short term is what counts because you just aren't there at all if you don't survive the short term."

"The most basic thing of all is that government must reestablish its ability to govern. Over the course of many decades now, the unions have been given ever increasing freedom from those restraints of law that apply to every other institution of any kind, or any other individual, any other organization in the country. They have freedom to conspire and organize by the application of damaging actions upon other people simply to pursue their own selfish ends. Not only can they bring damaging pressures to bear on those who oppose them, they can and do use the infliction of indiscriminate damage on innocent bystanders as a means of extorting from employers what they want, from government in relation to the nationalized industries, local authorities, Civil Service—just plain, rampant extortion."

"The Government now doesn't even trouble to conceal the fact that it is not in control, that it is only governing, legislating, deciding, not after considering the interests of the unions, but quite frankly with the consent of the unions, and only if it gets the consent of the unions."

"The purpose of having a government is that you can more sensibly balance the long-term interests of the community against the short-term desires of the community, and that you can adequately safeguard the interest of minorities against the interest of majorities in order that the affairs of the community can be properly managed in balance."

"The Government increases the

money supply because it can't control the situation. The increase in the money supply is the consequence of the Government doing more things to please people than it is prepared to charge them for doing. It doesn't make a conscious decision that it will increase the money supply. It just makes a conscious decision that it's afraid to do this and afraid to do that and in consequence the money supply increases. You can't expect the economy of the country to be brought under control and improved while you haven't got a government, and what's more we haven't got one in sight."

Lord Beeching, son of a Kent journalist was educated at Maidstone grammar school and the Imperial College of Science. He is almost the prototype of the modern technician-administrator in business. He rationalized the Armaments Design Department of the Ministry of Supply during the war, made a career with ICI up to deputy chairman, and is now chairman of the Redland Group which makes construction materials. He has his own affairs well under control:

"We don't suffer a lot from the unions. Our operations are very subdivided. We've got about eight main forms of activity which differ from one another sufficiently for them to be regarded as parts of different industries, or to come under different union sections, and none of our plants is of any great size."

He lives modestly at East Grinstead, still plays golf, has given up painting in oils, and ruminates on the restricted rewards of his kind in Britain compared with his equals in America or Germany:

"I've spent most of my life not particularly concerned about money, feeling that I was doing what I liked and that I was being paid enough for me not to have to consider doing something else for the sake of getting more money. That is about as satisfactory a state of affairs as you can ask for."

"But as I've got older I have become more concerned about the net income that I am left with. I suddenly became very conscious of the fact that I lived in an inflationary situation; that I was 55, that I might live to 75 or 85, twenty or 30 years of inflation would make my pension and my savings look miserably small. So I went back to work for money, really. The first time in my life that I could truly be said to go and work for money."

"We have moved nearer the stage now where it is almost indecent to want to be paid if you get more than £10,000 a year gross, and governments start discriminating. Anybody with more than £8,000 a year gross shouldn't have any compensation for inflation, although they know that the inflation is largely caused by people who get less than £8,000 a year gross."

He has given a great deal of thought to the need for reforming the whole structure of industrial relations with government. For him the key lies in preventing the stop-go policies that have bedevilled recent decades and devising a sensible procedure for controlling the trade union demands.

"The shape of the incomes pyramid of the community as a whole is the very heart of politics. It is something that the government cannot possibly pretend is not its business. It's already heavily involved in determining the real shape of that pyramid because of its imposition of a progressive income tax structure. It already determines in effect that no one can have more than about £15,000 a year of income legally because it taxes away almost 100 per cent above that level."

"What governments have done over the years via taxation has done far more to flatten the incomes pyramid than anything that the whole union movement has done over the period."

"That part of the problem should remain with government. There should be an annual debate to determine whether this process of flattening the pyramid should proceed or whether it has gone too far. It is the essence of our life as a community that these things should be got right. But there will be no room to do that if in parallel there is a growth rate of inflation due to the competing demands of individual unions, so you must set up a mechanism to control the total demand for additional wages arising from that."

"The whole thing gets out of control. Everybody gets big increases; everybody competes with everybody else; there's a great deal of turmoil; a great deal of disruption. But at the end of each round of wage increases, the totality of changes between A, B and C is very small."

"If you were to allocate say 1 per cent of the total personal incomes value of the country to this purpose of adjusting differentials you could alter the ratio by 10 per cent a year. If you allocated say 2 or 3 per cent you could alter the ratios affecting 30 per cent of the total. That's very much greater than the changes in relativity that have occurred, taking one year with another, over the past two or three decades."

"It clearly ought not to be done by a competition in extortion. It clearly ought not to be done so that those who have most power to disrupt come out on top of the heap every time. The solution lies in the establishment of a national incomes tribunal, which will sit in many places, just as the courts sit in many places."

"No change in wages, no change in negotiated incomes affecting more than, say, 100 people shall be put into effect until they have first

been registered with this tribunal. The tribunal can rubber stamp very large part of them. If it dissatisfied, or if there is a dispute between the employer and the employee, it will call them in. Even there is agreement between employer and employees it may be deemed to be against the community interest. You can get spirals between employers' employees to make quite outrageous wage settlements in some cases. So that the tribunal will have the power to call it in if there was not a dispute."

"If there were a hearing on of the settlements before a tribunal, there would be a right of appeal on the part of either union or the employer—provide the case of the union it had support of the TUC, and the employer, if he wanted to appeal from the CBI. If permission were not granted, then the settlement would be rejected and claim could not come forward another year. If permission appeal were given and the appeal were unsuccessful, then the claim couldn't come forward for another year, or you might make it years."

"If the claim were accepted the court, there would not be a right to make a new claim in a year, or again if you wanted slow the whole process down might make that a two-year period. After all this has been through, suppose there is appeal and the appeal is rejected the union then has the right strike, but not until then does have a legal right to strike."

"If it does strike in between suffers all the penalties of ill action. Its members don't get fare; various sanctions could be taken against it. I'm not advocating positive sanctions against, I'm merely advocating the withdrawal of all those comforts supports that people get at the present time if a strike is official."

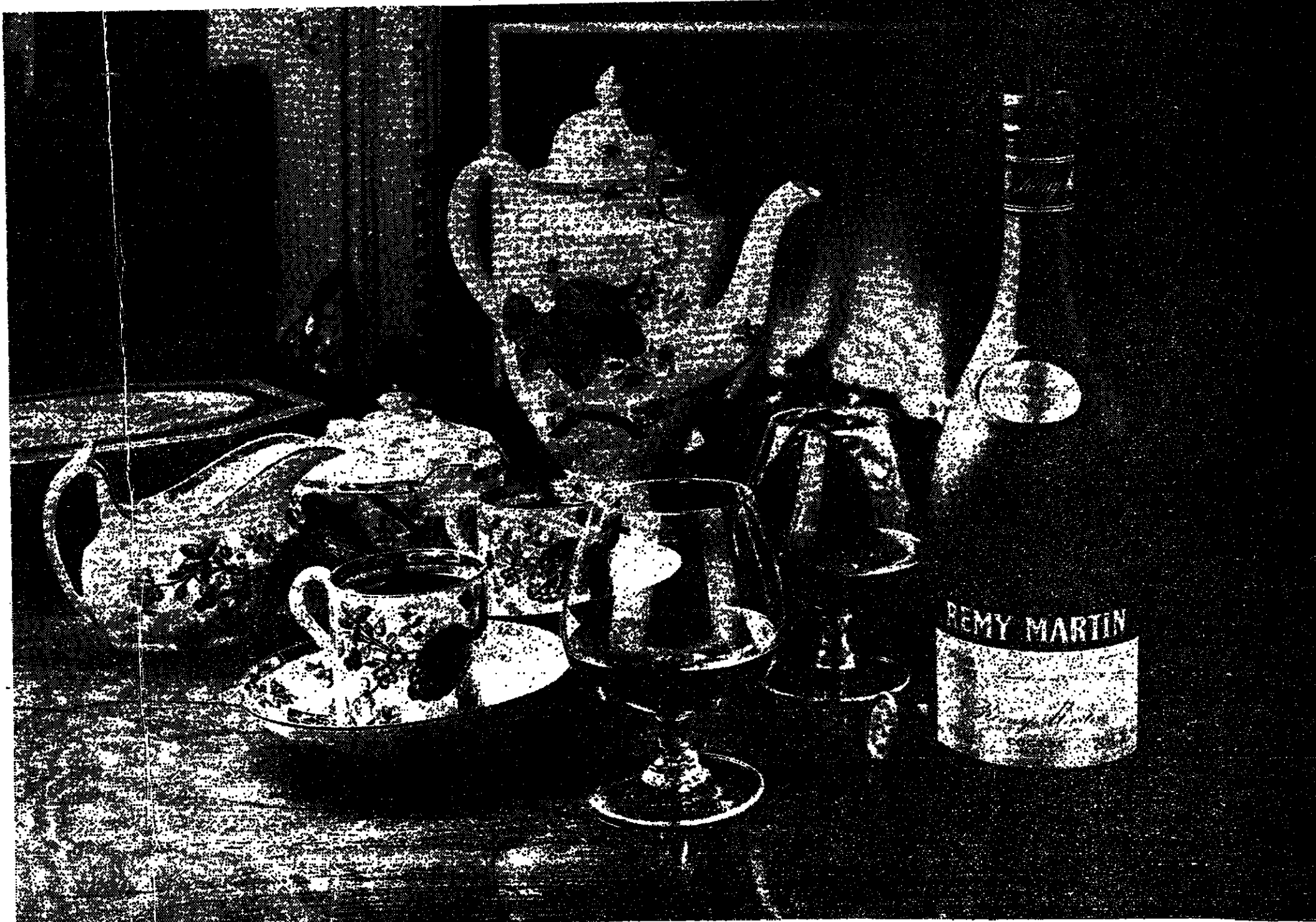
"There will still be some strikes but there will be strikes after position has been ventilated. There won't be strikes when both sides saying the real cause of the strike is two completely different things. There won't be the room for understanding between the two sides that often does genuinely exist the moment it'll be a very tedious process qualifying for the right strike. I think it will be effective but having said all that let me on and just say this."

"If you don't like it, it does finish the matter. It doesn't mean to say that you can then say 'That won't work because we've continued to exist as a sensibly earned and effective economy and we do solve this problem. So if you don't like that solution you'll have to think of another one.'"

Brian Conn

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## Cognac Rémy Martin



Rare coffee pot in Spode's Straits China decorated with Pattern No. 2061, c.1817.

Mr. Josiah Spode would approve  
Great cognac ages just as a great antique does,  
becomes more valued with each year of its  
life. France awards the designation  
Fine Champagne V.S.O.P. only to the rare,  
older few from the heart of the Cognac region.  
It is for this connoisseur's cognac that  
Rémy Martin is famous.  
REMY MARTIN FINE CHAMPAGNE V.S.O.P.

حکومت نئی الاصل















# Management

Edited by Rodney Cowton

## The parting of the ways for Shell and BP

Britain's sixth largest company will cease trading on December 31 and a household name of more than 40 years standing will disappear. But it is an event that will not be proffered as further evidence of Britain's irretrievable economic decline; it will not create tensions in the cabinet and it will not be accompanied by headlines heralding catastrophe.

On the contrary, the event will be scarcely noticed, and its very unobtrusiveness demonstrates that British management can handle tasks of immense scale and complexity with fluency.

The company for which the last rites are being said is Shell-Mex and BP, the dominant petrol and oil marketing organization in Britain. Since 1952 this company, jointly owned by Shell and BP, has provided a combined marketing operation for the oil products of both parents. But over a period of 44 years Shell-Mex and BP's activities have been gradually and delicately divided, so that from the start of the new year Shell and BP will each assume control of its own marketing activities in Britain.

The division has been made strictly in accordance with the 60 per cent stake in Shell-Mex and BP held by Shell and the 40 per cent held by BP. This division of a company with a turnover of £2,500m, with 13,000 employees, more than 12,000 retail petrol outlets and 780,000 customer accounts, held either directly or indirectly through authorized dealers, has been a task of monumental complexity.

The process, which led to the dissolution of Shell-Mex and BP started in the 1950s, although it was much later that the formal decision of Shell and BP to go their separate ways was taken.

The development was that petrol filling stations were turned into "solus" sites,

handling either Shell or BP or National Benzole brand petrol, with each brand backed by its own sales force. All three brands, however, remained under the coordination and policy control of Shell-Mex and BP.

This process was extended in the early 1970s to other oil products.

The ultimate decision to break-up Shell-Mex and BP was taken by the parent companies, but the process of division has been handled by the management of the marketing company. Both parent companies appointed a chairman to monitor progress at Shell-Mex and BP and proposals by that company were subject to approval by the boards of Shell and BP.

Within the marketing company the responsibility rested with Mr. H. E. Greenborough, a Shell man, as chief executive and managing director, and with Mr. John Riddell-Webster, a BP man, who is a managing director of Shell-Mex.

Under their project terms were established to deal with the division of particular markets. The work of the teams was then monitored both by the Shell-Mex functional directors and by a secretariat which was established specially for the purpose.

A complex range of criteria has been used in making the division. Factors were volume and value of trade in every market, asset values, profitability, geographical spread and growth potential. Theoretically, every element should have split 60/40 though plainly this could not be achieved in practice.

There must have been a fair amount of horse-trading, with a disparity in one sector being offset in another to achieve the correct proportions overall.



Mr. H. E. Greenborough, chief executive and managing director of Shell-Mex and BP: a complex organizational task.

gained compensating advantages elsewhere, possibly in the industrial fuel market.

The split has not been achieved totally without upset. In order to achieve the 60/40 split about 1,500 service stations had to change their petrol brand; there was some turmoil among authorized dealers and a small proportion of their customers as territories were reorganized to accomplish an equitable division; and 13,000 employees of Shell-Mex and BP now have to make their future either with BP or Shell.

While the oil companies are outstanding proponents of the idea of two giants operating jointly in a major market: it is always prudent to forestall anti-trust legislation.

It is possible that Shell-Mex and BP may have been experiencing more of the disadvantages of scale than the

economies. The company has about 40 per cent of the British market and at that degree of penetration a prime objective of policy must be to ensure a stable market. This may mean that it is less able to exploit short-term market opportunities than smaller companies would be.

Thus Shell-Mex and BP was arguably slow to respond to the particular circumstances of last summer, when there was extensive petrol price-cutting, and certainly its share of the market has dropped below 40 per cent.

It is difficult to discover from which of the parent companies the initiative for the break-up came. However, it would be plausible to suppose that BP as an aggressive, confident company must have been finding the joint marketing operation irksome. So long as the arrangement continued, BP was locked in as a junior partner in its own home market (though, of course, BP's worldwide activities are vastly larger than Shell's).

What this means can be seen from the fact that after the break-up BP (including National Benzole) will have roughly 16 per cent of the British market, while Shell will emerge with 24 per cent. This will put Shell and Esso in the position of market leaders, with roughly equal penetration, and BP in third place.

That position BP will hope to have much more manoeuvrability in its United Kingdom marketing operations than it had through Shell-Mex and BP. It will be surprising if BP rests content for long with its present share of the market.

RC

## A quiet revolution in shipbroking

The news that Brown Jenkinson has been given the contract to act from January 1 as shipbrokers for all British and Commonwealth Shipping and Samsun Line traffic between the United Kingdom and South Africa puts the spotlight on a company that, unnoticed, has revolutionized an ancient City activity.

Brown Jenkinson has been shipbroker and ships agent for 115 years, but in the past five or six years its growth has out-matched anything seen for a century. In 1968 business handled was less than £5m. The 1975 figure will be nearly £40m.

Now, with almost half of Britain's total South African trade on its plate, next year is bound to show another remarkable addition to its business.

The British and Commonwealth Shipping and Samsun Line move is significant for the whole future of shipbroking. Brown Jenkinson is the largest independent company of its kind in the United Kingdom, and until now its strength has had to be built up on agencies for led to shipping lines that require representation in this country.

Brown Jenkinson looks after all the interests, including cargo soliciting, ships' stores, dockside manpower and movement of containers, for the 17 vessels that operate the Trio container service between Southampton, Japan, and which Mitsui OSK is one of the consortium lines. It handles the

United Kingdom business interests of Kapsag-Lloyd for the German line's weekly sailings from the United Kingdom to the United States and Canada.

In 1963 it launched Pakistan's merchant maritime interests in Europe and is now the sole agent for Europe for both of Pakistan's state shipping companies, the Pakistan Shipping Corporation and the National Shipping Corporation of Pakistan.

This approach to new business was essential, as the British shipping lines either owned or part-owned their own vessels. However, British and Commonwealth and Samsun have decided to discontinue their fifty-fifty joint venture, International Liners Services in Liverpool, putting the business into the hands of Brown Jenkinson's Liverpool office. Brown Jenkinson is taking on the ILS staff.

It is not a coincidence that the South African traffic is moving into containerization from 1978 onwards. About 11 new cellular vessels will replace the existing 90 to 100 ships that at present ply the route.

It was in 1963 that containerization began to make its impact on United Kingdom shipping in a big way, and that is the year that marks Brown Jenkinson's leap forward.

"In the previous 100 years," said Mr. Ron Smith, chairman of Brown Jenkinson, "our activities were restricted almost

entirely to the quayside. Modern methods of cargo organization, however, demand a much wider range of services.

"We are involved right from the arrival of the empty containers for stuffing in an exporter's factory or warehouse, through to the final delivery of the container at the customer's door in the overseas territory."

The company has built up a network of services in the United Kingdom and overseas and such is the size of its new business that the whole documentation and cargo-control unit and staff are being centralized. Import and export data, bills of lading, ships' manifests, cargo movement, records, stocks and container repair information are now handled and communicated nationally and internationally from a computerized control centre in Barking, programmed to fit into the requirements of 28 different countries.

It is the kind of facility that makes it possible for this independent shipbroker to absorb the new South African business and offer clients the speed and range of service that are being more and more demanded.

The outlook for the future is that shipping companies throughout the world will concentrate their resources on the new shipping services, leaving the cargo services at either end to specialist organizations that can invest in the necessary back-up.

As an independent operation, Brown Jenkinson has proved itself flexible enough to take on the business that has resulted from two other changes in shipping besides the advent of containerization. There has been a marked proliferation of short-sea and near-sea routes linking the United Kingdom with various parts of Europe and the Mediterranean. There has also been the line in 1972 to run from London to Rotterdam and back, a trade that has grown enormously in the past 18 months. Brown Jen-

kinson began quoting a total through price for delivery to the customer, including the buyers' warehouses in any part of the United Kingdom.

Now, 60 per cent of that trade is quoted on the all-in service basis.

Buyers and shippers, as well as shipping lines, are coming to the realization that it may be wise to concentrate their own efforts on their particular expertise, leaving the movement and control of cargoes to the specialist organizations.

Brown Jenkinson's business has thrived on this change of attitude. It has such a representative cross-section of the United Kingdom's trade with the outside world, that Mr. Smith and his other six working directors on the board can very accurately judge Britain's balance of trade performance long before the official trade figures are published each month.

"Recently," he recalled, "our business had done so well in comparison with the official performance of the country as a whole, that I imagined that as a company we had captured a much larger share of the existing trade. I was just working on a plan to re-staff the existing trade, when the Customs and Excise announced that there had been an error in the official figures of several per cent. Our figures had given a truer picture than the nation's figures."

Sydney Paulden

## Convention plea on 'interference'

The first national convention of the British Institute of Management, which is to be held in London next March, will have four motions to debate. It seems unlikely that it will have much difficulty in approving all four motions by large majorities.

The motions have been selected, or composed from 75 which were originally submitted by BIM members.

### Business appointments

## Board changes at Sime Darby

Mr. J. J. Youll will join Sime Darby Holdings in Singapore as director of corporate planning and development from January 1. He is at present assistant corporate controller (subsidiary operations) with TWA. Mr. Youll succeeds Mr. A. J. Sumner, who has been appointed regional director, Malaysia, for the Sime Darby Group. This appointment follows the resignation of Mr. L. R. Patterson, a director of Sime Darby Holdings, who has been appointed chairman of Sime Darby London.

Mr. Sumner replaces Mr. Patterson as chairman of Sime Darby Malaysia Berhad and also a director of Tractors Malaysia Berhad. Mr. A. H. G. Abul, managing director of PAR Paints Malaysia Sdn Bhd, will take over from Mr. Patterson executive responsibility for the time being trading and manufacturing activities in Malaysia. He has been made managing director of Sime Darby Malaysia Berhad.

Mr. Peter Heyman, EMI's group financial controller, becomes group treasurer from January 1. This is a new appointment. Mr. Anthony

The first deplores the trend for the non-productive public sector to attract many of the ablest young people, and increasingly to interfere in the efforts of the industrial sector, and calls on government to create an environment in which industrial managers "can get on with their job."

The second motion seeks action to improve the standard and rewards of managers in return for renewed commitment by managers. The third calls on all sectional interests to take a much more realistic attitude to some of the basic economic and industrial facts of life.

Finally there is a demand for the BIM to establish arrangements for consultation with government on all matters affecting managers before legislation is put into effect.

Mr. David Scholey, vice-chairman of S. G. Warburton, is to be chairman of the Construction Exports Advisory Board.

Mr. A. B. Miller has joined the board of M. Lancaster as financial director. Mr. M. C. Morris becomes a director.

Mr. A. W. Vickers has been appointed managing director of Coworth Engineering.

Mr. R. Shipman has joined the board of Cardiff Maltolting.

Mr. Brian Hodgson has been appointed managing director and chief executive of Charles Churchill.

Mr. Hugh Storey, chairman of Balfour Beatty, has joined the group board of Ware Carnegie.

Mr. Bernard Kingham is to be deputy managing director of Incorporated Television Company.

Mr. H. W. Palmer has been appointed deputy director of the Centre for Interim Comparison and a member of its council.

Mr. D. Ashton has joined the board of Pettow Holdings.

Mr. Ramesh Chandrasekhar has been appointed managing director and Mr. Bernard Dyer marketing director of Electronic Calculus.

Mr. George McCord, formerly managing director of the manufacturing division of Louis C. Edwards & Sons (Manchester) becomes managing director of the new products division. Mr. John Edwards relinquishes his post as group marketing controller to become deputy managing director of the new division.

Mr. B. C. Driscoll is to be Eastern Electricity's chief accountant from Mr. F. S. Grindrod retires at the end of the year.

## LETTERS TO THE EDITOR

### Calling the roll of the clearing banks

From Mr. A. L. Gibbon

Sir, Four well-known visual symbols (I believe the in-world logo), and one less well-known, head the article by Christopher Wilkins "Banks ed-fined: a new era of the market". By the use of these logos we must assume that these are the banks instantly recognizable by the public—the "big five".

The article was about clearing banks trying to shed their middle-class image, and becoming "noticeably more concerned to make inroads into the C1 and C2 market". This market was very well described briefly, that a surprising number of weekly paid workers are quite well able to manage their money and that if they can be persuaded to open accounts, the banks would benefit financially.

It is difficult to discover from which of the parent companies the initiative for the break-up came. However, it would be plausible to suppose that BP as an aggressive, confident company must have been finding the joint marketing operation irksome. So long as the arrangement continued, BP was locked in as a junior partner in its own home market (though, of course, BP's worldwide activities are vastly larger than Shell's).

What this means can be seen from the fact that after the break-up BP (including National Benzole) will have roughly 16 per cent of the British market, while Shell will emerge with 24 per cent. This will put Shell and Esso in the position of market leaders, with roughly equal penetration, and BP in third place.

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RC

columns. I felt that as a clearing bank (however new) it ought to be mentioned in the article, but before rushing to put Mr. Wilkins right, I deemed it cautious to check my facts. And very interesting too.

The local branch of the Co-op Bank said: "Yes, we are a clearing bank". A man at the Bank of England said: "The Co-op Bank is not a member of the Committee of London Clearing Bankers and therefore Clearing Bankers and therefore cannot be called a clearing bank". A man at the Clearing House and therefore has clearing bank status."

The lady telephonist at the Committee of London Clearing Bankers said: "There are six members, the big five and one, the little one, really a subsidiary, NatWest". So then I asked for the telephone number of the Clearing House, she was a little surprised (but not much—people ask such silly questions) and said: "But we are the Clearing House". So I posed my dilemma in the simplest terms. "I am writing to The Times,

and I want to check my facts. Is the Co-op a clearing bank? She very kindly said: "W moment, I'll find out". Very quickly came the answer: "We have two new members—The Central Tr Savings Bank and the C Bank and they can be clearing banks."

I felt my inquiries could no further, and that the on the switchboard was position to give a definite ruling.

So it does seem that future financial writers should be aware that there are seven clearing banks (or if you count Co-op). And to be more honest, that C1 customers like to "their" banks written in The Times. The conclusion I draw from Mr. Wilk very informative article that the "big five", if wish to keep big, must vary hard to join, if not take the "little two".

A. L. GIBBON  
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### Solution offered by self-managing enterprises

From Mr. K. Weisskopf

Sir, Peter Jay's Wincott Memorial Lecture as reported by you (December 5) introduces an element of vital interest and importance into the debate on the economic predicament.

Monopolies and oligopolies, whether privately owned or nationalized, with their central controls and central planning have failed. But self-managing forms of enterprises with powers of decision-making vested in their working teams and subject to the virtually automatic consumer or user control through the existence of a free market could well survive.

This is not altogether an expedition into unknown and dangerous economic territory. Forms of enterprises which in some way imprecise terms represent degrees of "cooperative ownership" have proved their value in West German and Scandinavian industries.

But the most advanced example is Yugoslav self-management where under this system, which has completely superseded state ownership and centralized planning, there has been steady industrial growth ranging between 6 and 9 per cent in recent years despite a high rate of inflation.

There are, of course, problems. Initially any system based on self-managing enterprises will result in loss of efficiency. But eventually this loss is compensated by a gain in creativity.

Secondly, macroeconomic policies imposed by a central authority are hardly comparable with self-management—instead, to achieve a measure of economic coordination, the self-managing enterprises will have to establish contractual relationships. As the Yugoslav example shows, this is a slow process but it could hardly be more effective than the many Eastern and Western central plans which have practically all ended in failure.

Thirdly, again as attempted in Yugoslavia, the banks under a system of self-management must become instruments of the enterprises and not the other way round, preferably to be controlled by groups of them with enterprise representatives becoming their shareholders but able to act independently.

A free financial market is an essential feature of a self-managing structure.

I am aware that it is impossible to introduce a self-managing structure in Britain or any other western country at a stroke. But it ought to become the third and expanding sector of our mixed economy, unhampered by the cumbersome leviathans of centralised power.

Let me suggest to the honourable manufacturers to provide each future customer with a kit including an operating manual, a pair of pliers and an English 2p.

Yours sincerely,  
ELYAKIM P. TAUSSIG,  
52 Kenwood Avenue,  
Toronto,  
Canada.

### Industry in the Regions

Bridgwater owes much to the foresight of its town council in the 1930s and 1940s. Seeing that the traditional industries of which were brickmaking and shipping—declining, it made a determined effort to attract new ones, by making land available and offering other concessions.

The programme was helped by the war, in the course of which many factories were evacuated to the West Country and, liking it there, stayed.

A generation of motorists has become aware of Bridgwater as a frustrating bottleneck on the A38, main highway between the Midlands and North and the South-west—though now at last happily by-passed by the M5. Behind its undistinguished streets, however, the town is riddled with modern facilities. It is, in fact, one of the busiest and most productive industrial complexes in all the West Country.

Giant of the manufacturing companies which have made their home in Bridgwater is British Cellophane, which occupies a site of 180 acres and employs about 3,000 workers. In a town of approximately 26,000 people, this must be nearly half the working population.

British Cellophane was one of the companies which came to Bridgwater in the 1930s, its first production year being 1937. Now its splendid site, on the grounds of the carefully preserved Tudor manor house of Sydenham, is the headquarters of a group with world-wide sales and subsidiaries, and with an annual turnover of more than £200m.

It ranks second or third in the world table of manufacturers of cellulose film and is certainly the world's largest exporter of it.

The role of British Cellophane (and it is worth recalling that "Cellophane" despite its common usage, is still a trade name) is to manufacture films that are used by other industries.

Its products fall into three main categories—Cellophane, polyethylene and the newer PVC. It is the handmaiden of the modern packaging industry, which, without it, could hardly exist.

The revolution in our way of life, epitomized by the shelves of the supermarket, has its origins in the meadows of Bridgwater. Though British Cellophane now has several competitors, it still holds a major share of the United Kingdom output of Cellophane and similar films and is much larger than any other company in the business.

Although the broad divisions of its manufactures are simply categorized, within them lie a very wide range of products. The visitor is shown score upon score of sample Cellophane sheets, each differing from all the other in manufacture, quality and purpose. The research department is continually evolving new ones.

One of the latest is Bripheane, which has the highest moisture barrier of any film in the world and thus gives an extremely long shelf life to any food wrapped in it. It is made

## Broad base keeps Bridgwater on its feet

at Bridgwater by a secret process.

The raw material of which the largest quantities are required is, rather surprisingly, the eucalyptus tree, considerable cargoes of which are imported from Africa.

With both its import and export trade British Cellophane has made a valuable impact on West Country ports, including Bristol and Avonmouth, Plymouth (from which containers are shipped to Spain), and the little port of Watchet, which handles the Portuguese trade.

Another company engaged in the manufacture of plastics on a large scale is Gazelle-Vanguard, now a member of the Borden (UK) Group, which is the largest manufacturer of PVC in the United Kingdom.

Its range of products is wide, including not only the manufacture of the basic plastic materials but the moulding of all types of containers and packages. Gazelle-Vanguard supplies both the film for making plastic packing and the machinery for processing it.

Among the largest employers of labour, with about 870 workers, is Wellworthy, a branch of the diesel-engine component manufacturer which has its headquarters at Lynton. Hants. Wellworthy, one of the founder-members of the Associated Engineering Group, has factories at Lynton, Salisbury, Ringwood, Weymouth and Waterford (Ireland).

The Bridgwater plant is solely a production factory and manufactures aluminium alloy castings, which it supplies for factories and foreign diesel engines. Established at Bridgwater in 1961, it is at present working flat-out, business being excellent.

A somewhat more sombre picture is painted by SMC, which makes pumps for central heating equipment. Until 1974 it was operating very successfully and was the second largest employer of labour in Bridgwater, with a payroll of well over 1,000.

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